

**US Army Corps
of Engineers**

**The FY 2002 Customer
Coordination Plan
of the
U.S. Army Corps of Engineers
Kansas City District**

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EXECUTIVE SUMMARY

Our mission at the Kansas City District Corps of Engineers (NWK) is to provide service to the Army, nation and other current and emerging customers. We strive to surpass expectations by first understanding customer needs, then by continually improving the skills required to meet those needs.



Our goals are focused in three categories. These goals are based on our commitment to the Army, the customer and our skills development.

1. People
2. Process
3. Communication

This plan espouses a proactive approach to addressing the operating environment we face today. The intent of this Outreach Coordination Plan is to provide a tool that enhances our relationship with, and the quality of service to, our customers, partners, allies, stakeholders,

and the private sector. It is a tool that enables us to reach our goals.

Outreach efforts are about building alliances, partnerships and programs that add value and build upon the support that is already available to the armed forces. Ultimately, our success depends on our commitment and the skill of NWK personnel to maintain a positive relationship with customers.

Because of their importance, this Outreach Coordination Plan places special emphasis on customer outreach and NWK personnel skills development. In the end, maintaining a positive relationship with customers and improving capabilities will lead us to successfully reaching our goals.

Appendix A contains our Customer Strategies. Information gathered during the FY 2001 Customer Satisfaction Survey was used to develop these plans. The Customer Outreach Coordinator and the ESFO Coordinator assist each business sector in goal accomplishment, training material, lead tracking for emerging program and service areas, and in customer development.



INTRODUCTION

DISTRICT OVERVIEW

The NWK provides comprehensive engineering, management, emergency response, and technical support to the Department of Defense, other federal agencies, and state and local governments.



Our operational programs include Civil Works, Military Construction, and the cleanup of Hazardous, Toxic and Radioactive Waste. We are a Value Engineering Center of Expertise for the Corps of Engineers.

Our Civil Works boundaries include parts of Missouri, Kansas, Iowa, Nebraska, and Colorado. Our Military Construction boundaries encompass the states of Missouri and Kansas. We are the primary design district for superfund projects in EPA Region II and VII, and are responsible for cleanup of hazardous waste sites at active and former defense facilities in four states. At NWK, we also administer radioactive waste disposal contracts that are utilized nationwide.

Project security is critical and will continue to be a focus of our efforts in every aspect of our operations.

We accomplish our missions through strong leadership and a team-based organization. We have adopted the Project Management Business Process (PMBP) as the mechanism for achieving optimum effectiveness from the organizational structure. Through involvement of all managers and employees, PMBP utilizes a systematic approach and quantitative methods to continuously improve our processes, achieve better efficiency and higher levels of customer satisfaction.



The district headquarters is located in Kansas City, Missouri, near the confluence of the Missouri and Kansas rivers.



VISION

Our vision is to be the world's premier public engineering organization. We are trained and ready to provide support any time, any place. We are a full spectrum engineer force of high quality, dedicated soldiers and civilians.



We are:

- A vital part of the Army;
- The Engineer team of choice - responding to our Nation's needs in peace and war;
- A value-based organization – Respected, Responsive and Reliable.

We're changing today to meet tomorrow's challenges!

MISSION

The NWK mission is to plan, manage and execute civil works, military, environmental, and emergency response programs within assigned areas of responsibility to support the nation's military and engineering needs. We fulfill this mission by focusing on the following areas: People, Process and Communication.

1. People

- We are committed to earning and keeping the trust of all stakeholders.
- Our leadership demonstrates our core values of quality, integrity, professionalism, caring and safety through personal leadership and involvement.



- We develop corporate strategies that involve our workforce in the entire process. We build and maintain an environment that is rich in participation, communication, and personal and organizational growth.

- We respect and honor the whole person.


- We embrace the concept of "One Corps, One Regiment, One Team."



2. Process

- We are committed to continuously evaluate our systems, processes, resources and organizational structure to ensure that we are aligned to achieve quality results. We build upon our distinguished history.
 - We strive to be recognized as the organization of choice by our customers and our workforce. We exceed the expectations of those we serve and support.
 - We provide the best quality products and services with the most technically competent workforce. We improve effectiveness by continuously reviewing our best business practices to meet the customer's needs.
 - We always partner with other Corps organizations to provide our customers with a seamless and integrated quality effort.
- 
- We are each important to the District's mission. We encourage team leadership that builds on individual strengths, values, and diversity and achieves unity of effort. We support personal and professional growth in all people.

3. Communication

- We are always ready for the unexpected. We determine what processes and additional skills we need to remain viable, using our full potential as we embrace additional responsibilities.
- 
- We build upon and maintain a cohesive workforce that is fully prepared to respond to diverse missions.
 - We develop ways to enhance our relationships with current and potential customers. We provide them a means to measure and evaluate satisfaction.
 - We develop a strategic marketing plan as the Corps expands and enhances its traditional missions.



MANAGEMENT TEAM

District Engineer Colonel Donald. R. Curtis, JR.....	(816) 983-3202
Deputy District Engineer Lieutenant Colonel Gary L. Heer.....	(816) 983-3207
Deputy District Engineer for Planning Program and Project Management Mr. Michael G. Trial.....	(816) 983-3203
Executive Officer and Customer Outreach Coordinator Mr. Larry L. Myers.....	(816) 983-3205
Chief of Engineering-Construction Division Mr. William J Zaner.....	(816) 983-3178
Operations Division Mr. Des R. Goyal	(816) 983-3342
Chief of Real Estate Division Mr. Greg G. Wilson	(816) 983-3728
Chief of Contracting Division Ms. JoAnna L. Black.....	(816) 983-3918

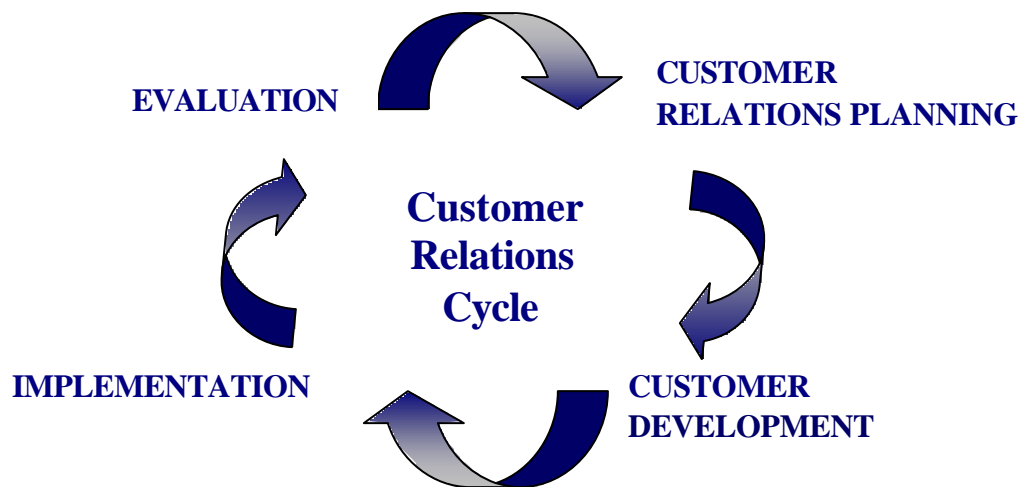


CUSTOMER RELATIONS PLANNING

CUSTOMER RELATIONS CYCLE

The Outreach Coordination Plan recognizes the importance of relationships with, and quality and service to its customers, partners, allies, stakeholders, and the private sector. However, we place special emphasis on customer relations. The Customer Relations Cycle depicts this effort and presents all four elements of the cycle:

- Customer Relations Planning
- Customer Development
- Implementation and
- Evaluation



Information gathered during the FY 2001 Customer Satisfaction Survey was used to develop our customer plans.



CUSTOMER STRATEGY MATRIX

The Corps' management team uses the following matrix to analyze and discuss customer opportunities. These discussions form the basis for the customer strategies in Appendix A.

	<i>Current Programs</i>	<i>New Programs</i>
<i>Current Customers</i>	1. Current Customer Development Strategies	3. Program Development Strategies
<i>Potential Customers</i>	2. New Customer Development Strategies	4. Diversification Strategies

1. Current Customer Development Strategies

Current Customer Development consists of our seeking increased exposure of current programs and services with current customers through a more coordinated outreach effort.

As customers' missions change and their resources decrease, their requirements for a wide range of technical and environmental services increase. This situation represents unique opportunities to assist our customers. We want the best fit between these opportunities and our competencies. Establishing mutually beneficial relationships aides this process.

2. New Customer Development Strategies

New Customer Development strategies consist of our seeking increased exposure by taking our current programs and services to new or potential customers. This can be done in two ways:

- a. By developing different versions of current programs and services that may be more appealing to new customers.
- b. By serving additional geographical regions through alliances, partnerships or reciprocal arrangements with other Corps of Engineers or government bodies.

Opportunities to support other federal agencies are increasing as they face manpower reduction mandates and still need to execute their mission. Virtual Teaming/Partnering with other Corps districts, first within Northwestern Division and



secondly across USACE, is essential to improve our success. Partnering with Corps entities, labs, and centers of expertise also leverages our skills and resources for mutual gain.

3. Program Development Strategies

Changing demographics, technology, lifestyles, and customer requirements contribute to the necessity of staying relevant to the needs of customers.

Program Development consists of our developing new or improved programs or services for current customers. Market research is used to determine current customers' wants and needs. There are three possibilities for this strategy:

- a. Develop new program or service features or content by adapting, modifying, rearranging, or combining existing programs, services or features.
- b. Create different degrees of assistance, or versions, of the current programs or services.
- c. Develop new programs or services that are requested or needed by current customers.

4. Diversification Plans

Diversification is where we seek to reach new customers with new programs or services.

Diversification is an expensive strategy. It is almost always easier and more profitable, short-term, to enhance current programs or services exposure with current customers. However, in the long term, new customers and new programs or services are vital to our continued success. Diversification Strategies are long-term in nature.

Our resource allocation for each strategy is approximately:

	<i>Current Programs</i>	<i>New Programs</i>
<i>Current Customers</i>	70%	20%
<i>Potential Customers</i>	5%	5%



OUTREACH COORDINATION PLAN

The foundation of this plan is recognition that NWK has different categories of customers. All customers, whether they are large or small, high-volume or low-dollar, current or potential are important to our success.



Sustaining relationships with existing customers, while seeking new customers, is very important to our success. We must remain flexible to accommodate the different needs of our customers while we organize and guide the overall effort.

We continue to increase the level of customer care and rapport within NWK. This is accomplished by coordinating activities of the Project Manager/Account Managers, assigning qualified personnel to projects, and through the expertise of our personnel on the ground. Personnel on the ground are our best salespeople. Through training in the PROSPECT Customer

Relations Workshop, NWK personnel become proficient in identifying and reporting new customer needs and opportunities. Quality Assurance/Quality Control through the Project Management Business Process is used to ensure that quality products and services are delivered.

The ability to recognize opportunities is enhanced by the availability of immediate and up-to-date marketing information. This is accessible to personnel through a web-based system of marketing materials for products and services. There are links to District, Division and USACE Customer Relations Plans and links to National Outreach web sites and others.

Identifying and reporting opportunities is just the beginning. Proposals must be developed and written. This is a fundamental area for staff development. Workshops for proposal development and writing are available to key personnel.



Our vision is "Changing today to meet tomorrow's challenges!" This means we must be ready to innovate and embrace new ideas. NWK staff is encouraged and expected to "think outside the bubble" and explore new solutions for tomorrow's challenges.



STRATEGIES

FY 2001 Strategy Results

During FY 2001, NWK successfully completed the following strategies. As a result, we enjoyed an increase in our customer base and revenue.

Strategy	Status
1. Establish and facilitate three outreach-training workshops for team members.	Complete
2. Hold, at a minimum, one proposal/ customer care workshop.	Complete
3. Develop and conduct customer surveys during FY 2001 on all programs (Military, Civil and HTRW) and report results and recommendations to the PRB.	Complete
4. Meet at least once during FY 2001 with strategic customers.	Complete
5. Establish lines of communications and nurture relationships with AFCEE, NWS/Ft. Lewis and FUDS PRP/Cost Recovery Programs.	Complete
6. Nurture relationships with BOP, KDOT, GSA, MODOT, SWT, and MVS.	Complete
7. Nurture relationships with other Corps divisions/districts.	Complete
8. Develop district marketing brochures and materials. Provide easy access of these materials to team members.	Complete
9. Conduct quarterly brown bag meetings and town hall meetings to exchange ideas and discuss the District's outreach efforts.	Complete



FY 2002 Strategies

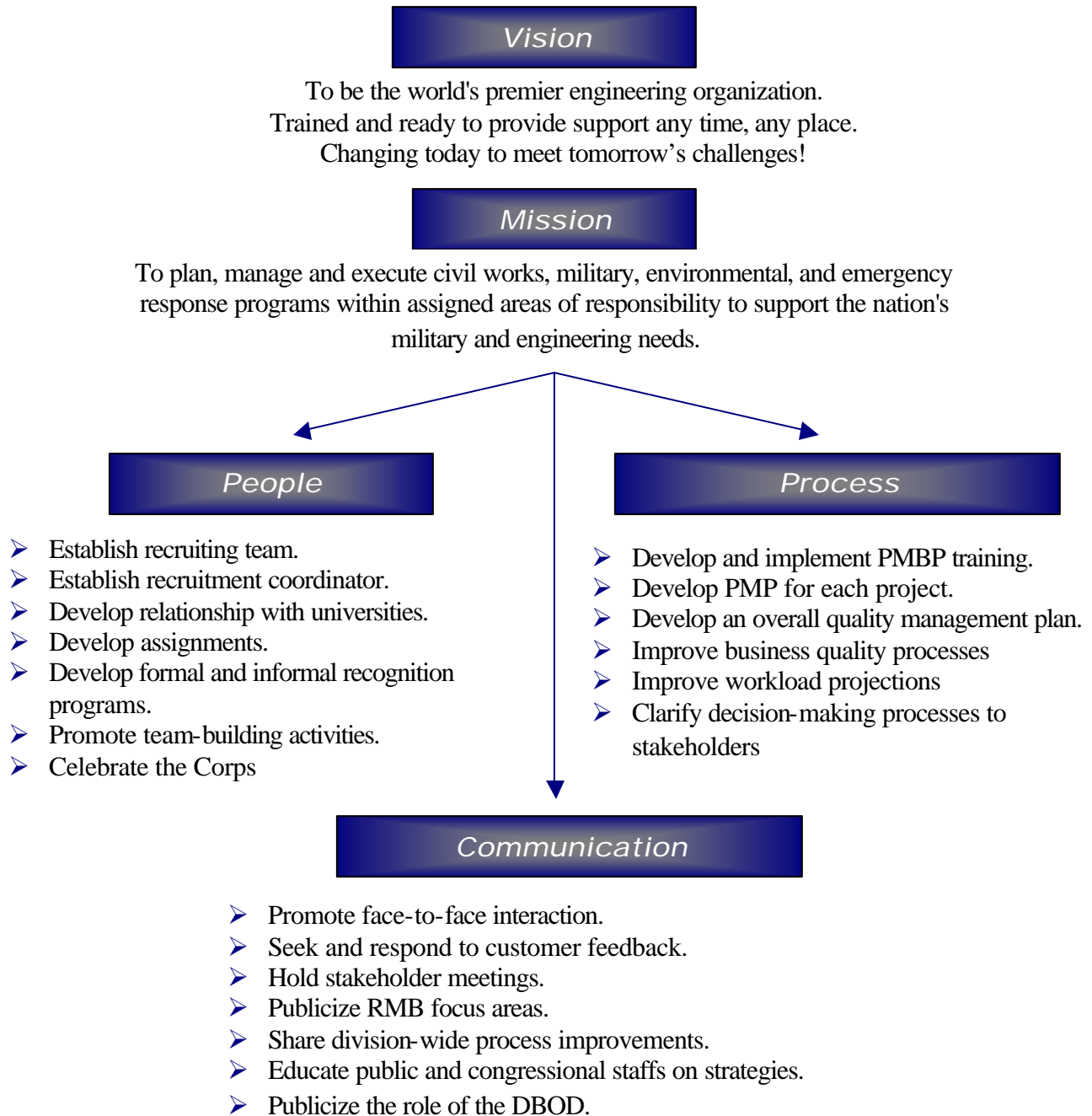
During FY 2002, our goals of People, Process and Communication will be addressed through these strategies.

- 1.** Establish recruiting team.
- 2.** Establish recruitment coordinator.
- 3.** Develop relationship with universities.
- 4.** Develop assignments.
- 5.** Develop formal and informal recognition programs.
- 6.** Promote team-building activities.
- 7.** Celebrate the Corps.
- 8.** Develop and implement PMBP training.
- 9.** Develop PMP for each project.
- 10.** Develop an overall quality management plan.
- 11.** Improve business quality processes.
- 12.** Improve workload projections.
- 13.** Clarify decision-making processes to stakeholders.
- 14.** Promote face-to-face interaction.
- 15.** Seek and respond to customer feedback.
- 16.** Hold stakeholder meetings.
- 17.** Publicize RMB focus areas.
- 18.** Share division-wide process improvements.
- 19.** Educate public and congressional staffs on strategies.
- 20.** Publicize the role of the DBOD.



FY 2002 STRATEGY RELATIONSHIP TO NWK GOALS

The FY 2002 strategies support each of the three goals of the NWK. They will enable us to fulfill our mission and live our vision.



MEASUREMENT AND EVALUATION

Quarterly reports are posted on district Intranet web page:

- Monthly report to Project Review Board (PRB).
 - Tracks new projects and customers.
 - Tracks dollar value of projects by business sector.

BUDGET

The FY 2002 Outreach Coordination budget is estimated to be in the amount of \$185,000.



APPENDIX A: CUSTOMER STRATEGIES



KEY – Relationship Categories

Green – Relationship adequate; keep doing what we are doing.

Amber – Relationship can be improved; internal actions needed

Red – Relationship has serious challenge; exterior intervention required

Blue – Not engaged. Relationship has yet to be established.

State Agencies

Missouri Department of Natural Resources	A
Missouri Department of Natural Resources	A
Kansas Department of Wildlife & Parks	A
Nebraska Game & Parks	A
Missouri Department of Conservation	G
Missouri State Historic Preservation Office	G
Missouri State Emergency Management Agency	G
Kansas Department of Health & Environment	G
Kansas Water Office	G
Kansas State Historic Preservation Office	G
Kansas State Emergency Management Agency	G

Missouri Department of Transportation	G
Missouri Department of Natural Resources	G
Kansas Department of Health and Environment	G
Kansas State Historic Preservation Office	G
Nebraska Department of Environmental Quality	G
Kansas Department of Health & Environment	G
Missouri Department of Conservation	G
Kansas Water Office	G
Kansas Dept of Ag/Div of Water Resources	G
Iowa Department of Natural Resources	G
Iowa Department of Natural Resources	G



Military

Army Material Command	A
Lake City Army Ammunition Plant	A
National Imagery and Mapping Agency	A
Defense Logistics Agency	A
Kansas National Guard	A
Fort Leavenworth	A
Fort Leonard Wood	A
89th RSC	A
National Guard Bureau	A
Aviation Missile Command	A
McConnell AFB	A
Whiteman AFB	A
FORSCOM	G
Fort Riley	G
TRADOC	G
Sunflower AAP	G
AFCEE	G
Griffins AFB	G

Fort Leonard Wood	G
Fort Leavenworth	G
Air Mobility Command	G
McConnell Air Force Base	G
Air Combat Command	G
Whiteman Air Force Base	G
Health Facility Planning Agency	G
Defense Medical Facility Office	G
89th Regional Support Command	G
Missouri National Guard	G
Maneuver Support Center, Fort Leonard Wood	G
Military Entrance Processing Station	G
Army Recruiting Station	G
Lake City Army Ammunition Plant	G
Community Family Support Center	G
Lake City AAP	G
Kansas AAP	G



Federal Agencies

US Fish & Wildlife Service	A
EPA Region VII	A
Bureau of Prisons	A
Coast Guard/EPA Region 6/Tulsa Dist (OPA)	A
Fish & Wildlife Service	A
Federal Emergency Management Agency	G
Southwestern Power Administration	G
U.S. Coast Guard	G
Bureau of Prisons	G
US Postal Services	G

EPA Region II	G
EPA Region VII	G
EPA Region IV	G
EPA Region VI	G
FDA	G
General Services Administration	G
DOE	G
FEMA	G
HUD	G
General Services Administration	G

Tribes

Kickapoo Tribe of Kansas	G
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Public at Large

Recreational Users	G
AE Firms	G
Construction Contractors	G
News Media	G
Federal Executive Board	G
Combined Federal Campaign	G
Chambers of Commerce	G

Trade Associations	G
Professional Organizations	G
Service and fraternal organizations	G
Lake Associations	G
University of Missouri – Rolla	G
University of Missouri – Columbia	G
Kansas City Metro Community Colleges	G



Other Agencies

Missouri Coalition for the Environment	A
Kansas City, MO Department of Public Works	A
Kansas City, MO Parks Department	A
Kansas City, KS	A
American Rivers	G
Sierra Clubs	G
Missouri-Arkansas Flood Control Association	G
MARC 2000 (Navigation interest group)	G
Missouri River Basin Association (MRBA)	G
Upper Mississippi Flood Control Association	G
Missouri River Natural Resource Committee	G
Burlington Northern Railroad	G

Levee and Drainage Districts	G
Southwestern Power Resources Association	G
Navigators	G
Kansas City, MO Water Services Department	G
Kansas City, MO Port Authority	G
Levee and Drainage Districts, KS, MO, IA, NE	G
Jefferson City, MO Department of Public Work	G
City of Merriam, KS	G
Topeka, KS	G
Fairfax Drainage District	G
Kaw Valley Drainage District, KS	G
Union Pacific Railroad	G

Internal

IT/IM Support	G
ABC	A
CPAC services	A
CPOC Services	A
AIS Customer and Comments	A
Union Number 29	G
NWD HQ	G
HQUSACE	G

Seattle	G
Portland	G
Walla Walla	G
Omaha	G
St. Louis	G
St. Paul	G
District to District	G
Employees	G



ADDENDUM: CREATING A MONITORING AND MEASURING SYSTEM THAT DRIVES SUCCESS

